



## EXECUTIVE SUMMARY

This Performance Management Plan documents DOE's approach to achieving closure of the Fernald site by 2006 – safely, at the least cost to the taxpayer, and in compliance with regulatory requirements and stakeholder expectations.

Prior to the development of initiatives in response to the Assistant Secretary for Environmental Management's Top-to-Bottom Review, Fernald's Performance Measurement Baseline called for closure in 2009. Fernald will implement reform initiatives that reduce project risk, achieve closure three years earlier in 2006, and save taxpayers in excess of \$347 million. Acceleration of closure carries the obvious benefit of earlier reduction of risk associated with Fernald contamination. It also allows the earlier release of funding that can then be used to accelerate cleanup work at other sites within the DOE Complex.



Achievement of an accelerated 2006 closure of Fernald is realistic. Contamination characterization and remedy selection is in place for the entire Fernald site with stakeholder and regulator acceptance and support. With the exception of the Silos 1&2 and Silo 3 subprojects, which are in the construction phase, all subprojects are mature and being implemented successfully in the field. There are existing and proven disposition routes for all waste streams, and actual field cleanup is more than 54% complete.

Fernald's 2006 closure initiatives – developed in response to the Assistant Secretary's Top-to-Bottom Review – adopt a number of changes in managerial and cleanup implementation strategies that directly reduce project risk, accelerate work completion, and reduce the cost of required cleanup with the re-investment of savings into further fieldwork acceleration.

These initiatives, which are detailed in this Plan, can be summarized as:

- Accelerate critical path activities using a revised, component-based design, procurement, and construction strategy
- Utilize the most cost-effective waste disposition routes
- Eliminate and/or streamline unnecessary requirements while ensuring remedy protectiveness
- Reduce support labor costs not essential to safe and efficient execution of fieldwork

Consistent with the objectives of this Plan, DOE has put a performance-based contract structure in place in which the closure contractor is incentivized and motivated to achieve 2006 closure at



least cost and schedule. The closure contractor has established a Performance Measurement Baseline with detailed metrics to allow aggressive project management of the 2006 objective. This baseline represents the blueprint to achieving the project-specific 2006 milestones contained in this Plan.

Achieving closure in 2006 was improbable only a few years ago. It is now firmly in the grasp of DOE and the closure contractor, due to the initiatives outlined in this document.